

Watertown Memorial Hospital
125 Hospital Drive
Watertown, WI 53098-3384
(920) 216-4210

Type: GMS
Control: Other Not for Profit
Fiscal Year: 10/01/01 to 09/30/02

County: Jefferson
Analysis Area: Southern (1)
Volume Group: 5

Selected Utilization Statistics	FY 2002	All GMS Hospitals		Analysis Area 1		Volume Group 5		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Occupancy Rate (%)									
Adult medical-surgical	86.2%	57.4%	1.50	55.2%	1.56	51.9%	1.66	82.3%	1.05
Obstetrics	17.5%	39.6%	0.44	41.3%	0.42	28.1%	0.62	19.7%	0.89
Pediatrics	12.1%	48.0%	0.25	46.0%	0.26	20.9%	0.58	11.6%	1.05
Total hospital	57.5%	55.9%	1.03	54.7%	1.05	48.2%	1.19	56.0%	1.03
Average Census (Patients)									
Adult medical-surgical	21.6	30.4	0.71	31.2	0.69	28.2	0.76	20.6	1.05
Obstetrics	1.8	3.9	0.45	4.1	0.43	3.5	0.50	2.0	0.89
Pediatrics	0.7	1.8	0.40	1.6	0.47	0.5	1.55	0.7	1.05
Total hospital	25.9	55.4	0.47	54.3	0.48	41.9	0.62	25.2	1.03
Average Length of Stay (Days)									
Adult medical-surgical	3.8	3.9	0.97	3.7	1.03	3.7	1.03	3.9	0.99
Obstetrics	2.2	2.4	0.90	2.0	1.07	2.3	0.95	2.4	0.90
Pediatrics	2.0	2.4	0.84	3.1	0.65	2.3	0.88	1.8	1.13
Total hospital	3.6	4.3	0.82	4.3	0.82	3.7	0.97	3.7	0.97
Surgical Operations									
Inpatient	842	1,424	0.59	1,694	0.50	1,323	0.64	731	1.15
Outpatient	3,018	3,187	0.95	3,961	0.76	2,947	1.02	1,769	1.71
Inpatient as % of all surgeries	21.8%	30.9%	0.71	30.0%	0.73	31.0%	0.70	29.2%	0.75
Outpatient Visits									
Non-emergency visits	96,771	75,046	1.29	108,040	0.90	65,740	1.47	88,680	1.09
Emergency visits	15,124	14,086	1.07	14,024	1.08	16,883	0.90	14,522	1.04
Full-time Equivalents (FTEs)									
Administrators	5.0	14.8	0.34	13.3	0.38	15.3	0.33	5.0	1.00
Nurses, licensed	105.9	160.1	0.66	172.9	0.61	143.8	0.74	109.9	0.96
Ancillary nursing personnel	42.6	54.3	0.78	44.8	0.95	35.6	1.20	31.1	1.37
All other personnel	294.1	384.2	0.77	462.2	0.64	358.4	0.82	282.0	1.04
Total FTEs	447.6	613.5	0.73	693.1	0.65	553.1	0.81	428.0	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.5	14.6	0.51	13.3	0.57	16.0	0.47	7.8	0.96
Nurses, licensed	159.2	157.9	1.01	172.8	0.92	149.8	1.06	171.6	0.93
Ancillary nursing personnel	64.0	53.6	1.20	44.8	1.43	37.1	1.73	48.5	1.32
All other personnel	442.3	378.9	1.17	462.1	0.96	373.4	1.18	440.6	1.00
Total FTEs	673.0	605.0	1.11	692.9	0.97	576.2	1.17	668.5	1.01

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds set up and staffed	45	Health maintenance		Beds set up and staffed	7	Bassinets	6
Discharges	2,920	organization (HMO)	Yes	Discharges	295	Total births	281
Inpatient days	9,445	Preferred Provider		Inpatient days	2,534	Newborn days	591
		organization (PPO)	Yes				

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Inpatient Service Area

Inpatient Service Area	Level of Service*	Beds Set Up and Staffed 09/30/02	Discharges and Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)

General Medical-Surgical:							
Adult medical-surgical, acute	1	25	2,051	7,870	86.2%	21.6	3.8
Orthopedic	2	0	0	0	. %	0.0	.
Rehab. and physical medicine	4	0	0	0	. %	0.0	.
Hospice	4	0	0	0	. %	0.0	.
Acute long term care	5	0	0	0	. %	0.0	.
Other acute	5	0	0	0	. %	0.0	.
Pediatric, acute	2	6	130	266	12.1%	0.7	2.0
Obstetrics	1	10	295	639	17.5%	1.8	2.2
Psychiatric	4	0	0	0	. %	0.0	.
Alcoholism/chemical dependency	4	0	0	0	. %	0.0	.
ICU/CCU:							
Medical-surgical intensive care	2	0	0	0	. %	0.0	.
Cardiac intensive care	2	0	0	0	. %	0.0	.
Pediatric intensive care	2	0	0	0	. %	0.0	.
Burn care	5	0	0	0	. %	0.0	.
Mixed intensive care	1	4	149	670	45.9%	1.8	4.5
Step-down (special care)	5	0	0	0	. %	0.0	.
Neonatal intensive/intermediate care	4	0	0	0	. %	0.0	.
Other intensive care	5	0	0	0	. %	0.0	.
Subacute care	4	0	0	0	. %	0.0	.
Other inpatient	5	0	0	0	. %	0.0	.

Note: data should be used only in rows; do not summarize columns.

* 1=Provided-Distinct Unit, 2=Provided-Not Distinct Unit, 3=Available in Network, 4=Contracted, 5=Service Not Provided.

** Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE

Administrators/asst. administrators	5	0	5.0	Radiological services personnel	10	9	15.4
Physicians and dentists	8	0	8.0	Occupational therapists	1	6	3.4
Medical and dental residents	0	0	0.0	Occupational therapy assistants/aides	1	1	1.2
Registered nurses	37	75	81.2	Physical therapists	5	7	8.5
Certified nurse midwives	0	0	0.0	Physical therapy assistants/aides	4	5	7.3
Licensed practical nurses	10	26	23.9	Recreational therapists	0	0	0.0
Ancillary nursing personnel	14	47	42.6	Psychologists	3	1	3.8
Physician assistants	1	1	1.7	Social workers	4	1	4.2
Nurse Practitioners	0	1	0.8	All other health professionals	5	7	9.0
Medical records personnel	14	13	22.5	All other personnel	128	112	187.8
Pharmacy personnel	3	8	8.2	-----			
Clinical laboratory personnel	10	6	13.2	TOTAL	263	326	447.6

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Income Statement		Assets		Liabilities and Fund Balances	
Gross patient revenue	\$67,006,186	Cash and cash equivalents	\$6,172,402	Current liabilities	\$7,047,367
Less deductions	23,284,590	Net Patient receivables	6,538,477	Long-term debt	14,139,405
Net patient revenue	43,721,596	Other receivables	87,777	Other liabilities	478,221
Plus other revenue	1,122,605	Land, bldgs and equip: Net	26,257,865	Subtotal	21,664,993
Total revenue	44,844,201	Other assets	15,019,023		
Less expenses	41,641,163			Unrestricted fund balance	32,410,551
Nonoperating gains/losses	832,863	Total Assets	\$54,075,544	Total liabilities & fund balance	\$54,075,544
Net Income	\$4,035,901			Restricted fund balances	\$194,605

Selected Financial Statistics	FY 2002	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Gross Rev as % Total Gross Patient Revenue									
Medicare [\$25,671,213]	38.3%	41.7%	0.92	39.1%	0.98	42.6%	0.90	39.1%	0.98
Medical Assistance [\$3,688,322]	5.5%	9.0%	0.61	6.6%	0.83	6.9%	0.79	4.6%	1.19
Commercial [\$33,702,672]	50.3%	43.2%	1.16	48.4%	1.04	44.9%	1.12	50.5%	1.00
All other [\$3,943,979]	5.9%	6.1%	0.97	5.9%	1.00	5.6%	1.06	5.8%	1.01
Deductions as % of Total Gross Patient Revenue									
Medicare [\$14,376,396]	21.5%	23.7%	0.90	20.4%	1.05	25.2%	0.85	21.0%	1.02
Medical Assistance [\$2,548,563]	3.8%	6.0%	0.64	4.2%	0.90	4.7%	0.82	3.0%	1.27
Commercial [\$4,812,616]	7.2%	9.4%	0.76	10.8%	0.66	6.8%	1.05	7.6%	0.95
Charity care [\$1,127,962]	1.7%	1.2%	1.39	1.3%	1.26	1.3%	1.31	1.5%	1.11
All other [\$419,053]	0.6%	1.4%	0.44	1.2%	0.50	0.7%	0.87	0.7%	0.94
Total deductions [\$23,284,590]	34.7%	41.7%	0.83	38.0%	0.92	38.7%	0.90	33.7%	1.03
Other Revenue and Net Gains or Losses									
Other revenue as % of total revenue	2.5%	5.1%	0.49	9.2%	0.27	4.4%	0.57	2.4%	1.04
Net gains/losses as % of net income	20.6%	5.3%	3.90	11.7%	1.77	-1.2%	-16.7	27.2%	0.76
Expenses as % of Total Expenses									
Salary/fringe benefit[\$24,487,919]	58.8%	47.8%	1.23	50.0%	1.18	52.1%	1.13	58.2%	1.01
Supplies and services[\$12,086,555]	29.0%	40.5%	0.72	39.1%	0.74	34.6%	0.84	30.3%	0.96
Capital component [\$3,803,478]	9.1%	8.7%	1.05	8.2%	1.11	10.2%	0.90	8.4%	1.08
Bad debt [\$1,263,211]	3.0%	3.0%	1.02	2.7%	1.12	3.1%	0.97	3.1%	0.98
Fiscal Statistics									
Operating margin	7.1%	6.1%	1.18	5.4%	1.32	6.4%	1.12	6.0%	1.19
Total hospital profit margin	8.8%	6.4%	1.39	6.1%	1.45	6.3%	1.41	8.1%	1.09
Return on equity	12.5%	10.0%	1.24	11.5%	1.09	10.0%	1.25	11.4%	1.09
Current ratio	2.0	2.5	0.78	2.3	0.86	2.3	0.86	2.1	0.91
Days in net patient accounts receivable	54.6	57.8	0.94	62.7	0.87	60.2	0.91	.	.
Average payment period	65.7	52.6	1.25	52.0	1.26	62.1	1.06	59.0	1.11
Equity financing	59.9%	56.2%	1.07	48.3%	1.24	51.1%	1.17	58.5%	1.02
Long-term debt to equity ratio	0.4	0.5	0.92	0.8	0.57	0.6	0.77	0.5	0.86
Times interest earned	6.7	5.0	1.33	4.6	1.45	4.4	1.53	7.3	0.91
Total asset turnover	0.8	0.9	0.94	0.9	0.92	0.8	1.02	0.8	1.03
Average age of plant: years	8.5	9.5	0.90	10.3	0.83	8.0	1.07	8.6	0.99
Increase (decrease) total net patient rev	. %	. %	.	. %	.	. %	.	13.4%	.
Output gross rev (% of total gross pt. rev)	62.9%	44.1%	1.43	43.8%	1.44	54.1%	1.16	60.7%	1.04
Net Revenue Statistics									
Inpatient net revenue per discharge	\$5,842	\$7,870	0.74	\$8,404	0.70	\$6,036	0.97	\$5,849	1.00
Inpatient net revenue per day	\$1,720	\$1,834	0.94	\$1,902	0.90	\$1,554	1.11	\$1,599	1.08
Outpatient net rev per visit	\$252	\$343	0.74	\$247	1.02	\$385	0.66	\$229	1.10